

GPS

Guiding Principles and Strategies

Wildlife and Freshwater Fisheries Division
Alabama Department of
Conservation and Natural Resources

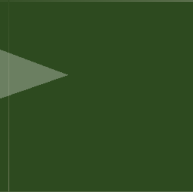
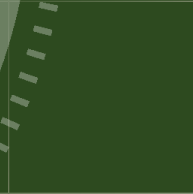
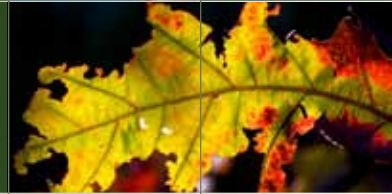
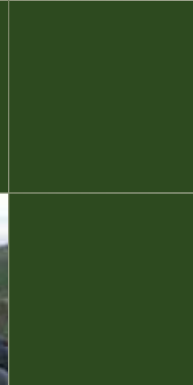
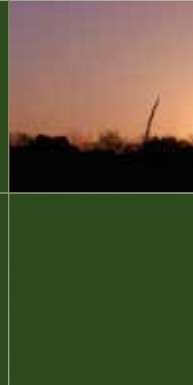
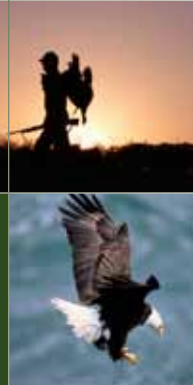
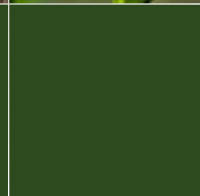
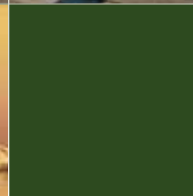




Table of Contents

Excutive Summary.....	3
Getting Started.....	5
Getting a Fix on Our Satellites	7
Ground Truthing.....	8
Why We Developed the GPS.....	8
How We Developed The GPS.....	9
Wildlife & Freshwater Fisheries’ Decision Guiding Framework	11
True North	14
Our Mission:.....	14
Our Core Values:.....	14
Establishing Waypoints – Recommendations	15
Destinations – Goals and Objectives	37
Journey into the Future	39
Appendix	
WFF Re-districting Memorandum (November 2009)....	40
<i>M. N. Pugh, Director</i>	
WFF Management / Leadership Development	43
Supporting Graphs	45

Executive Summary (November 2010)

Alabama's rich natural resources substantially shaped the character of our state. Today 40% of Alabamians participate in wildlife-associated recreation, which has an economic impact statewide of over 3.1 billion dollars annually¹. Indeed, fish and wildlife resources help make us who we are as Alabamians.

The Wildlife and Freshwater Fisheries Division (WFF) is the state agency charged with responsibility for managing and protecting Alabama's fish and wildlife resources for the sustainable benefit of the people. The Division fulfills this public trust responsibility through fisheries biologists, wildlife biologists, and conservation enforcement officers across the state.

Early in 2009, in response to the shifting economic climate, WFF Division leadership began aggressively working toward increased cost-effectiveness. Regardless of how the State's General Fund issues were to be dealt with, the financial challenges facing WFF would not be solved, because the Division is funded through hunting and fishing license revenue and matching federal aid funds.

When revenue/expenditure estimates were clear, leadership conducted briefings for all WFF employees. The purposes of these briefings were to transparently communicate with employees about the Division's financial situation and to solicit employee input. Utilizing WFF's mission, vision and values, as well as guiding principles, staff were asked to answer the following question: "WHAT ARE THE THINGS WE CAN DO TO OPERATE MORE EFFECTIVELY IN ORDER TO MEET PUBLIC DEMANDS FOR SERVICE WITHIN AVAILABLE FUNDING?" In the ensuing weeks, over 500 items of input were received from employees. This input was assimilated along with recommendations from specially commissioned work groups.

The Guiding Principles and Strategies document is a result of this comprehensive review. Naming the document GPS is intentional as it points toward WFF's destination. The GPS details the process, establishes priority recommendations (several already implemented), and sets forth goals and objectives. WFF commits to an ongoing process of continual improvement in order to remain responsive and relevant as manager and protector of Alabama's natural resources

The following are just a few examples of recommendations from the process and what the division has accomplished so far:

RECOMMENDATION:

Redistrict and reduce supervisory level positions

RESULT:

\$650,000.00 Annual cost savings

RECOMMENDATION:

Improve nuisance wildlife response

RESULT:

Established new protocol to better serve Alabamians

RECOMMENDATION:

Develop better understanding of WFF's customers and their expectations

RESULT:

Developed detailed demographic analysis of fishing and hunting license buyers

¹ Source: 2006 U.S. Fish and Wildlife National Survey of Hunting, Fishing and Wildlife Associated Recreation.

“This is a financial ‘perfect storm’ of events we are facing. We recently received a license increase from the Legislature, but the floundering economy, unstable fuel costs, uncertain license sales, and ever-increasing personnel and benefit costs have strained our ability to continue the current level of operations into the future.”

**Stacey Norris
Senior Accountant
July 2009**



Getting Started

Speaking to employees
**“Rather than waiting
for a full-blown crisis
to adapt, we will
proactively deal with
the situation. To make
the best decisions, I
need your help. You see
things with far greater
clarity than I do.”**

Corky Pugh
Former Director
July 2009



Beginning in early 2009, the Wildlife and Freshwater Fisheries Division (WFF) undertook a comprehensive review of the way we were doing business and how to adapt to the changing financial times. Staff played an important role by providing recommendations on how to operate more effectively in serving Alabamians. Staff were asked to provide recommendations by answering the question, **“What are the things we can do to operate more effectively in order to meet public demands for service within available funding?”**

Our State’s fish and wildlife is a resource that belongs to all of us and provides recreation, enjoyment, and reflection. It shaped how our state was settled; it impacts our state’s economy, attracts tourists, and is critical to our future. The Wildlife and Freshwater Fisheries Division of the Alabama Department of Conservation and Natural Resources is responsible for managing this public resource to be enjoyed today and managed for tomorrow. We are on a journey to ensure that wildlife and aquatic resources

continue to play a defining role in Alabama. This document, *Guiding Principles and Strategies*, or *GPS*, sets strategic direction for the next leg of this journey.

We are truly fortunate in this country that fish and wildlife belongs to the public. Because the public owns wildlife, the government is given the privilege and responsibility for managing fish and wildlife for the benefit of everyone. This public trust doctrine, along with dedicated funding sources established in 1937, 1950 and 1984, is at the core of wildlife and fisheries restoration and management in the United States.

Success in Alabama has mirrored success at the national level. After several changes, what began as the Department of Game and Fish in 1907 became the Wildlife and Freshwater Fisheries Division in 2000. Throughout our history, we have worked to fulfill our public trust responsibilities to enhance, restore, and conserve the State’s wildlife resources. Highly visible success stories include white-tailed deer, wild turkey, bald eagle, alligator, and numerous fishes, all of which were practically lost in the early 1900s.

Management throughout most of the 20th century focused on restoring populations

decimated by over-harvest, loss of habitat, and environmental contamination. The early 21st century brings new management challenges. Although citizens continue to care deeply about wildlife and our natural resources, many are less connected to the natural world. Changes in technology and our economy have led to altered land use patterns, increased rural development, and new agricultural practices. Changes in the distribution and abundance of some species have led to increased human-wildlife conflicts. Declines in the number of anglers, hunters and trappers, and increases in the numbers of non-consumptive users of wildlife, present both challenges and opportunities. We will remain loyal to anglers, hunters and trappers while ensuring relevancy to new constituents.

There are also challenges related to funding. WFF funding primarily comes from those who participate in fishing, hunting and trapping, yet our public trust mandate covers all wildlife and there is growing demand to broaden our emphasis. At the same time, dedicated funding sources for wildlife management have not been growing at the pace of costs and expenditures

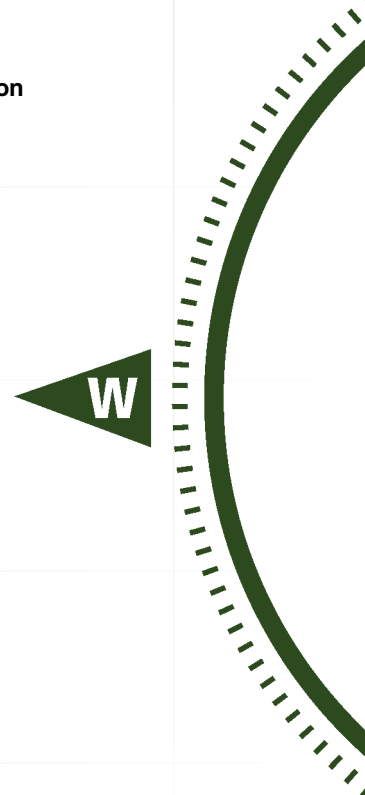
necessary to maintain traditional programs. Demands from different user groups are increasingly conflicting. Consequently, we cannot address all wildlife-related desires in all areas of the state. Wildlife management needs to adapt to address priority issues while balancing the needs of competing interests.

This GPS clearly directs the adaptation of the Wildlife and Freshwater Fisheries Division as a responsive agency serving the public, to address contemporary and emerging wildlife and fisheries issues. It was developed through an extensive engagement process.

Naming this document GPS is intentional and it points toward our destination. It establishes waypoints and provides our itinerary; it guides how the WFF will allocate our limited time and resources to priority issues and management needs. We may encounter unforeseen detours and roadblocks, and so this GPS is designed to be flexible and to account for change along the way. And, as this journey has no real end, this GPS is adaptable, and revisions are expected as we confront future challenges.

“Unless something changes, we’re going to have to fundamentally rethink the way we do business”

**Allan Andress
Former Chief
Enforcement Section
August 2009**





Getting a Fix on Our Satellites

The GPS was prepared for:

- The citizens of Alabama — current and future generations
- Anglers
- Hunters and trappers
- Bird watchers
- Other wildlife enthusiasts
- Land owners
- Hunting and fishing clubs
- Conservation organizations
- Forest products industry
- Agricultural producers
- Manufacturers and retailers of wildlife related recreational goods
- State, local, tribal, and federal governments
- Land conservancies
- Researchers and universities
- The Conservation Advisory Board
- The Alabama Legislature
- Wildlife and Freshwater Fisheries Division staff

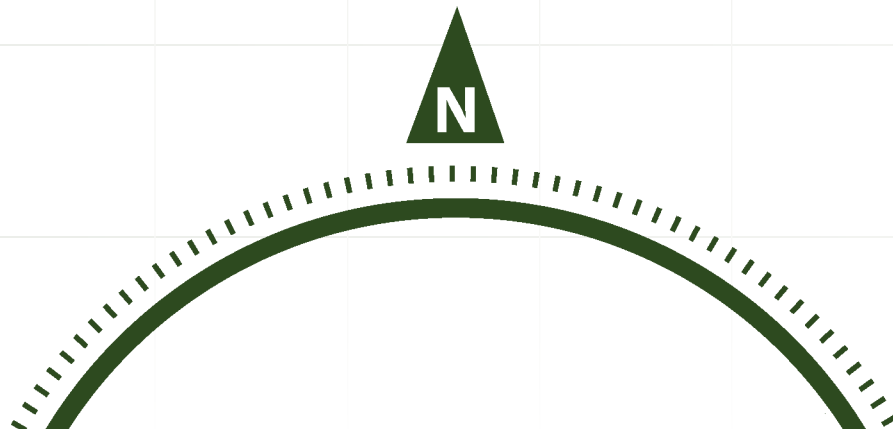
Transparency is our watchword as we move forward, engaging key stakeholders in our journey.

Ground Truthing

Why We Developed the GPS

The GPS is our navigational aid to:

- Provide clear direction and priorities that will guide our work
- Help guide WFF and the Department of Conservation and Natural Resources in developing and implementing priorities and policies
- Assist other agencies and conservation partners in developing plans and programs that are compatible with our public trust responsibilities
- Engage the public and other stakeholders and involve them in setting the destination for wildlife and fisheries management
- Align our efforts with other planning efforts of the Department and our partners
- Make WFF more adaptive and more appropriately responsive to contemporary and emerging issues
- Increase efficiencies while improving the way WFF conducts business
- Improve interactions with our partners, stakeholders, and the general public



How We Developed the GPS

The GPS was developed from an engagement process that was open, transparent, and involved extensive input from WFF staff.

Early in 2009, in response to the shifting economic climate, WFF leadership began actively **working toward increased cost-effectiveness while closely monitoring revenue and expenditures**. Numerous work sessions were held with key Division staff from the central office in Montgomery.

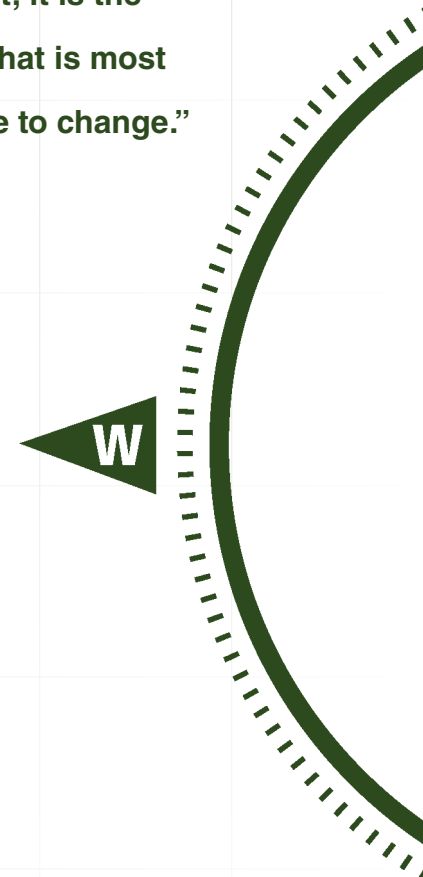
During this timeframe, key staff also learned the adaptive leadership traits set out in a series of articles published in *The Harvard Business Review* by Heifetz, et al. as a common set of change principles. These work sessions resulted in a **heightened awareness of the need to adapt Division programs to the new realities**. Greater alignment of the perceived need to bring about progressive changes was achieved. Section Chiefs were tasked with specific objectives and reported back with recommendations.

On August 10 – 11, 2009 a facilitated **working group of fifteen employees, chosen to be representative geographically and organizationally, convened for the purpose of identifying means to more effectively accomplish the critical activities of the Wildlife Section and the Enforcement Section, especially during hunting season**. The work was facilitated by Dan Zekor, Strategic Planning Coordinator, Policy Supervisor, and Federal Aid Coordinator, Missouri Department of Conservation. Mr. Zekor's travel and related expenses were paid by the Management Assistance Team of the Association of Fish and Wildlife Agencies.

The **Fisheries Section worked with a facilitator August 25 – 26, 2009 to look for ways to more effectively deliver services to the public within available funding**. The facilitator for this discussion was Ms. Chris McClendon, Human Resources Development Leader, Alabama Extension System. Dr. Gaines Smith kindly made Ms. McClendon's time available to the Division.

“It is not the strongest of species that survives, nor the most intelligent; it is the species that is most adaptable to change.”

Darwin



When revenue/expenditure estimates were clearer, leadership conducted extensive briefings for all Division employees as follows:

- July 29, 2009: District III, Selma
- July 30, 2009: Montgomery Staff, Montgomery
- July 31, 2009: District V, Spanish Fort
- August 3, 2009: District VI, New Brockton
- August 4, 2009: District IV, Montgomery
- August 5, 2009: District I & II, Cullman

The purposes of these briefings were **to transparently communicate with employees about our financial situation and to solicit employee input (See appendix for briefing materials). In the ensuing weeks, over 500 items of input were received from employees.** Each item was evaluated using a decision-making tool (see page 11) which was a framework within which we answered the question, **“What are the things we can do to operate more effectively in order to meet public demands for service within available funding?”** We measured the recommendations against six important guidelines:

- Will the recommendation manage the resource based on sound science?
- Will the recommendation do that which is in the greatest good of the most people in the long run?
- Will the recommendation maintain fair, impartial law enforcement?
- Will the recommendation help us to remain loyal to hunters and anglers, including retention and recruitment?
- Will the recommendation ensure relevancy to the public, including new constituencies?
- Will the recommendation foster an informed, involved citizenry?

Speaking to employees

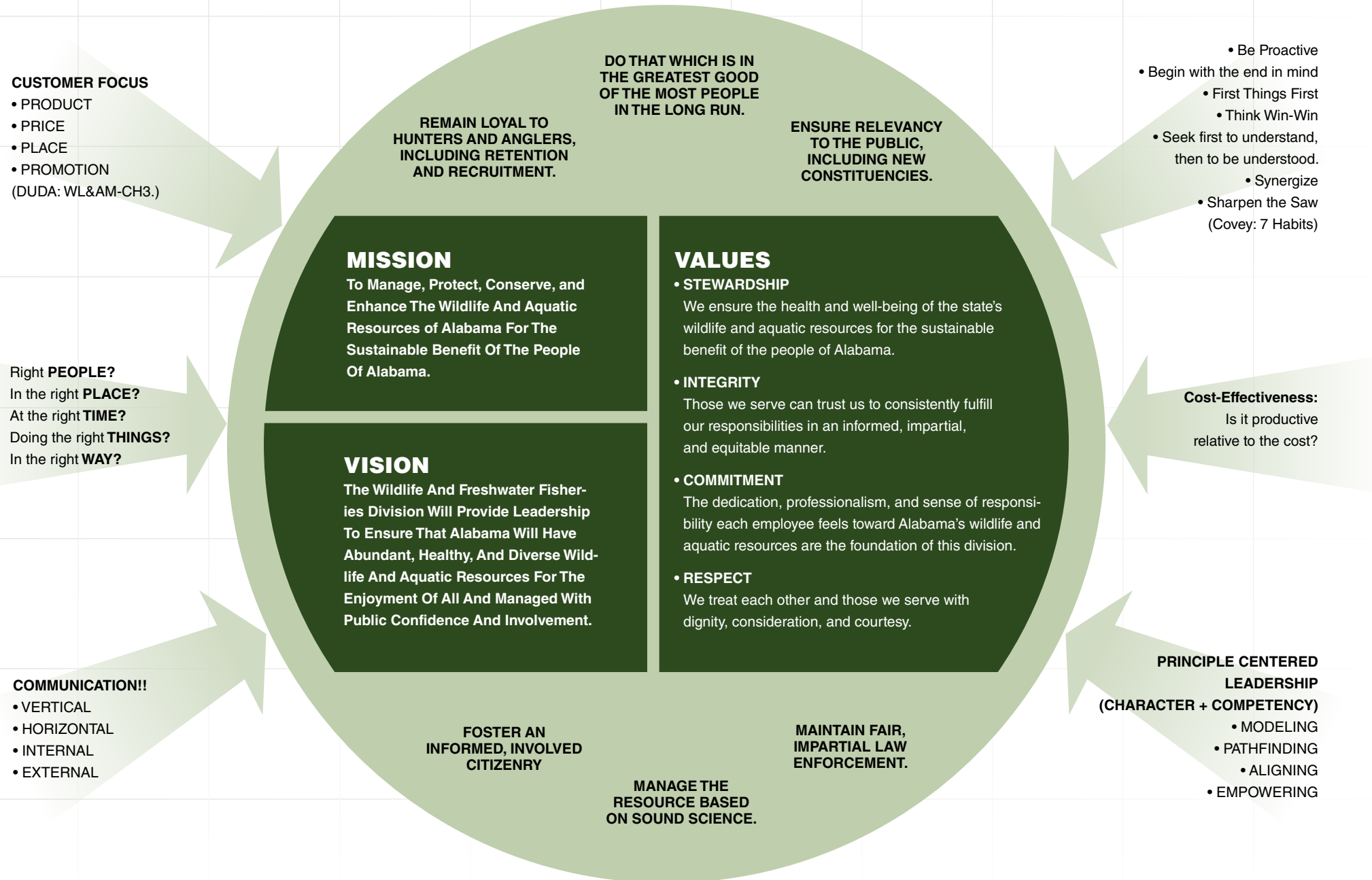
“Rather than an end unto itself, this marks the beginning of an on-going process of continual improvement.”

**Corky Pugh
Former Director
August 2010**



What are the things we can do to operate more effectively in order to meet public demands for service within available funding?

Below is a framework within which we are answering this question



The leadership team began **assimilating the input from employees and the work groups**. **Meaningful themes emerged** as promising avenues to pursue for increased cost effectiveness.

A readily apparent theme concerned **lack of effective lateral communication and coordination at the district level**. While this problem varied from district to district, improvement was needed throughout the state. This area of improvement was addressed early in the process because **the capability to implement other improvements hinged largely on effective communication and coordination to achieve synergistic solutions to cost-effectiveness problems**.

The **Hunter Education Program** is a major responsibility of the Division, with a seasonal high-demand period that coincides with the onset of hunting season. Use of volunteers to achieve program purposes has historically been a tremendous asset. With the need to become more cost-effective, volunteerism is of even greater benefit. Several modifications have been made to **better utilize volunteers and Hunter Education Coordinators**.

Several items of employee input dealt with **re-structuring**. Some suggested reducing from six to three districts. While this was seriously considered, it was deemed unworkable due to the resultant excessively large districts and extreme span of control. Also, without attrition of higher-paid supervisory personnel, little cost savings would be realized. Some suggested closure of all 'store-front' offices. Simply closing district offices, most of which the Division owns, would not be cost effective, nor would it maintain an acceptable level of service to the public insofar as local points of contact.

However, **the decision was made to reduce the number of districts from six to five. A unique opportunity was presented by anticipated retirements of supervisory level personnel and the terms of the lease on the District IV office in Prattville. Ultimately, over \$650,000 in annual cost-savings will be realized from this action.**

On November 12, 2009 **briefings were held with District IV staff and with District Supervisors statewide** to discuss this change. On March 1, 2010 the Prattville office closed and the re-districting plan was implemented. The Andalusia office was closed and personnel moved to the Enterprise District Office when the district enforcement supervisor retired in July 2010.

Between August 24 – 31, 2010 statewide meetings were held to update staff on the financial condition and progress on adapting to new realities.

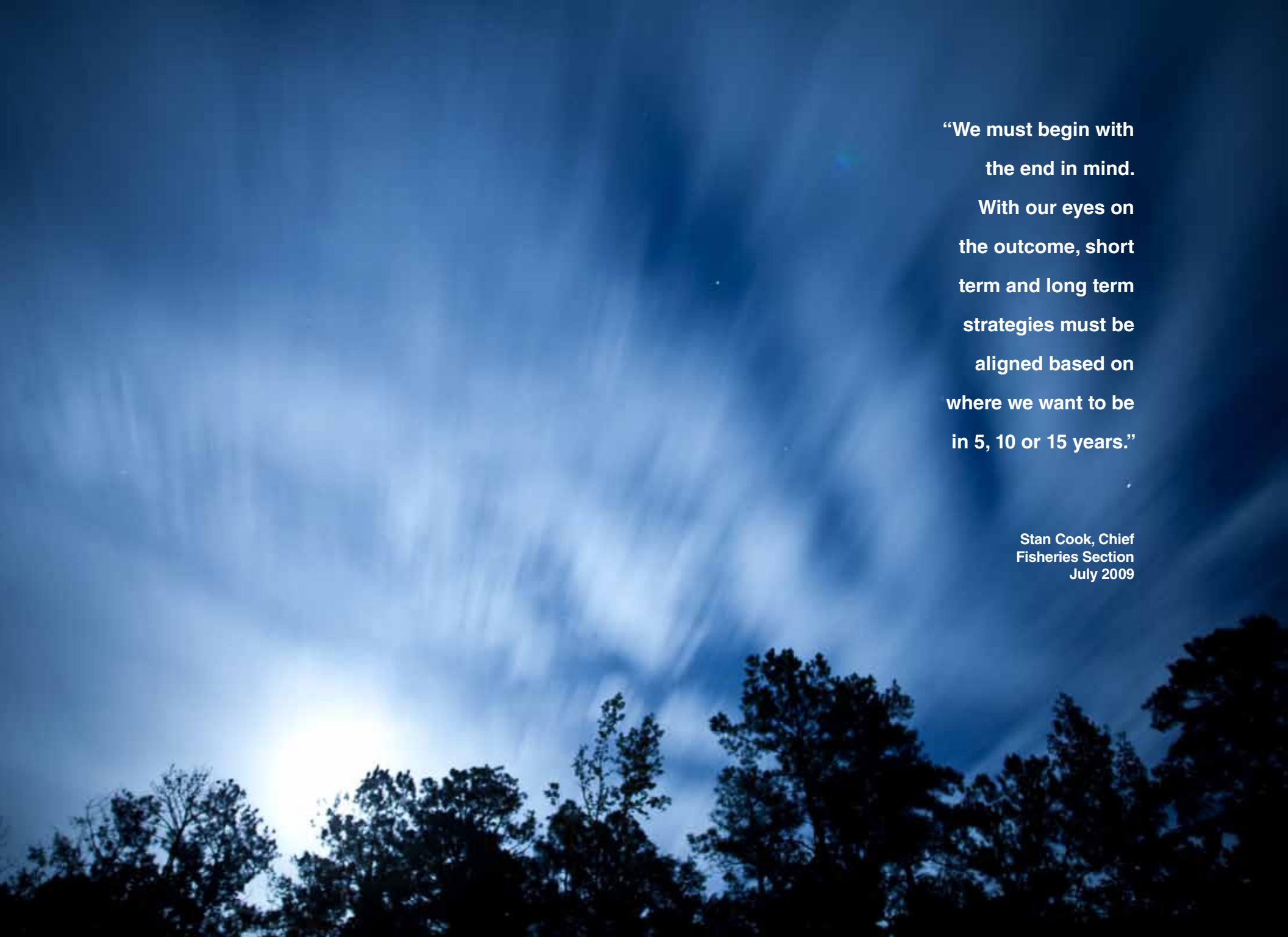


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Speaking to employees

“The new realities we face demand that we look for new ways of doing business. Simply doing what we’re already doing more efficiently will not suffice. We have to look for what we can do differently—or more cost-effectively—or not at all.”

Corky Pugh
Former Director
July 2009



**“We must begin with
the end in mind.
With our eyes on
the outcome, short
term and long term
strategies must be
aligned based on
where we want to be
in 5, 10 or 15 years.”**

**Stan Cook, Chief
Fisheries Section
July 2009**

True North

Our Mission:

To manage, protect, conserve, and enhance the wildlife and aquatic resources of Alabama for the sustainable benefit of the people of Alabama.

Our Core Values:

Stewardship – We ensure the health and well-being of the state's wildlife and aquatic resources for the sustainable benefit of the people of Alabama.

Integrity – Those we serve can trust us to consistently fulfill our responsibilities in an informed, impartial, and equitable manner.

Commitment – The dedication, professionalism, and sense of responsibility each employee feels toward Alabama's wildlife and aquatic resources are the foundation of this Division.

Respect – We treat each other and those we serve with dignity, consideration, and courtesy.



Establishing Waypoints – Recommendations

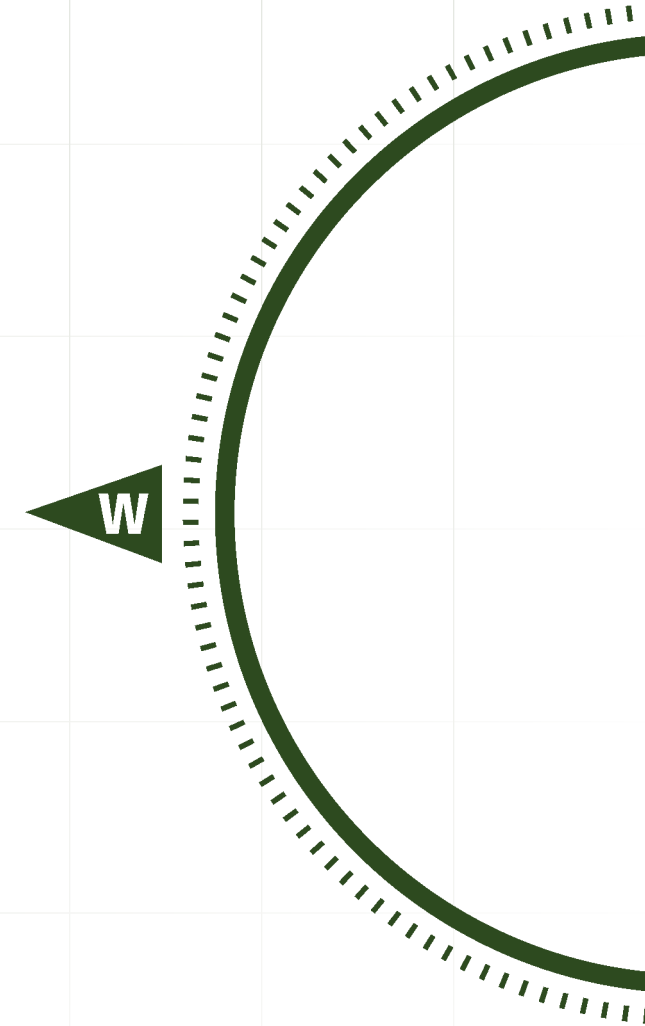
The priority recommendations identified by our engagement process are grouped in categories (Facilities, Operations, Personnel, and Training) as defined in consultation with Col. Ed Hackett, USMC Retired (see appendix), and addressed by the GPS as follows:

RECOMMENDATION (*Operations, Training*)

Develop better understanding of the significance of our customers and customer expectations.

BASIS FOR RECOMMENDATION

- Sustaining participation in hunting and fishing is necessary in order to continue to provide the funding base for management and protection of fish and wildlife resources. Regulated, lawful fishing and hunting is often the primary management tool to manage wildlife populations. Direct relevancy to citizens is necessary to sustain the base of public support for sound public policy on natural resources issues. Historically, knowledge of customers (license buyers, resource users, etc.) and their expectations were not readily available or fully understood. With the change in the public's use of leisure time and need for fish and wildlife-associated services it is critical to recognize needs and trends to remain relevant.



IMPACT

Cost of Implementation

- Staff time in preparing and evaluating surveys.
- Staff training.

Benefits of Implementation

- Customer satisfaction.
- Increased customer base.
- Stable or increased revenue.
- Healthy wildlife resources.

IMPLEMENTATION

Major Obstacles to Implementation

- Status quo.

Principal Work Steps Required for Implementation

- Train staff.
- Management emphasis of program.

STATUS

- A detailed demographic analysis of Alabama fishing license buyers was performed by Southwick Associates in 2008. The Recreational Boating and Fishing Foundation paid for this analysis as part of Alabama WFF's participating in a marketing campaign to increase participation in fishing. Analysis continued in 2009, 2010 and 2011 on lapsed anglers and possible motivations for them to buy fishing licenses.
- In 2009, the Alabama Wildlife Federation paid for Southwick to perform a Tapestry analysis of Alabama's licensed hunters. Together with year-to-year comparisons of license buyers, this demographic analysis provides a very clear picture of license buyers and buying behavior.
- Customer service training/marketing classes have been conducted on a limited basis in the past (see appendix). Continued/updated training will be scheduled.
- WFF conducted a survey of WMA license buyers in 2011 in cooperation with Responsive Management to assess hunter attitudes related to WMA operations, rules and regulations, access, and various other issues.

RECOMMENDATION (*Operations, Facilities*)

Consolidate districts.

BASIS FOR RECOMMENDATION

- Revaluation of cost effectiveness of district structure and associated facilities.
- As costs increase, it is critical that WFF remain relevant to the public and continue to provide needed services.

IMPACT

Cost of Implementation

- Potential public disappointment in reduction of facilities.

Benefits of Implementation

- Annual cost savings of at least \$650,000.

IMPLEMENTATION

Major Obstacles to Implementation

- Status quo.
- Reduction in staff.

Principal Work Steps Required for Implementation

- Educate public on new districts and change in personnel servicing them.
- Adjust duties and responsibilities.
- Encourage innovative and cost effective ways for districts to allow employees to work outside the traditional district boundaries.

STATUS

- The Prattville office has been closed and a reduction from six to five districts has been implemented.

RECOMMENDATION (*Operations*)

Fully utilize all opportunities to communicate with license buyers. Incorporate messages and reminders on license printout, utilize e-mail and direct mail outs.

BASIS FOR RECOMMENDATION

- Historically, the Division could not readily communicate with license buyers. With the modernization of license sales via electronic sales, the opportunity exists to better know buyers and economically provide information.

IMPACT

Cost of Implementation

- Staff time to develop information to send license buyers and analyze results.

Benefits of Implementation

- Increase license buyer satisfaction.
- Reduce license buyer turnover.
- Increase funding via increased sales.

IMPLEMENTATION

Major Obstacles to Implementation

- Staff time for implementation.

Principal Work Steps Required for Implementation

- Dedicate responsible staff for implementation.

STATUS

- Regular mail and e-mail reminders have been sent to lapsed hunting and fishing license buyers including information on Outdoor Alabama Sweepstakes.
- A message explaining the use of license revenue is being printed on FY11 license receipts.
- Conducted three webcasts and two webchats as experimental means to communicate with license buyers and other constituents.
- Developed a WFF Facebook page to provide information to hunters and anglers.
- Wildlife section in cooperation with two sporting good retailers and one threstand manufacture to develop three billboards with treestand safety messages in urban areas.
- Treestand public service announcement was developoed and distributed to all television stations in Alabama.

RECOMMENDATION (*Operations*)

Recruitment and retention of anglers and hunters is critical to sustaining funding for management and protection of fish and wildlife resources.

BASIS FOR RECOMMENDATION

- Nationally, fishing and hunting license sales have declined over the years.
- There is a need for better promotion and creation of new avenues to recruit youth anglers and hunters and retain current participants.
- Entry level hunting opportunities are underutilized.
- Need to promote small game hunting.

IMPACT

Cost of Implementation

- Staff time.
- Cost of materials.

Benefits of Implementation

- Increased participation in fishing and hunting.
- Increased funding for resource management and protection.

IMPLEMENTATION

Major Obstacles to Implementation

- Funding.
- Status quo.
- Competition for leisure time.

Principal Work Steps Required for Implementation

- Identify and evaluate successful programs to recruit new anglers and hunters.
- Look for innovative ways to stimulate recruitment and retention of anglers and hunters.
- Dedicate staff time for implementation.

STATUS

- Currently, Youth Dove Hunts and Community Fishing Events continue to attract participants in large numbers.
- Ongoing evaluation. (Alabama's Youth Dove Hunts were selected by the National Shooting Sports Foundation as a model nationally for evaluation in 2010 by Responsive Management.)
- Fishing classes, fishing seminars and trapping seminars have been conducted to develop successful skills. Casting classes are used to dispel the idea that youth cannot fish because they cannot cast.
- A national study continued by Responsive Management reported that Alabama's youth dove hunts are an excellent model of a program that follows the natural path for hunter recruitment and retention.

RECOMMENDATION *(Personnel, Training)*

Promote and encourage communication and cooperation between sections to make personnel available to meet current and future workloads.

BASIS FOR RECOMMENDATION

- Historically, activities utilizing multiple sections have been limited and not fully encouraged by supervisors. Time demands on staff have increased while staff numbers have remained stable or reduced.
- One of the key recommendations of a multi-section facilitated workgroup was a need to improve communication within the Division with a goal of promoting teamwork.

IMPACT

Cost of Implementation

- No additional costs.

Benefits of Implementation

- Public satisfaction, increased staff self-satisfaction.
- Increased coordination and effectiveness
- Synergistic solutions to problems.

**“The power of us all
together is greater
than any one of us or
any one section.”**

**Corky Pugh
Former Director
July 2009**

IMPLEMENTATION

Major Obstacles to Implementation

- Status quo.

Principal Work Steps Required for Implementation

- Identify areas for activities utilizing multi-section personnel.
- Require supervisor and/or staff meetings on district level involving all sections.
- Upper management encouragement of synergistic approaches.
- Implement change.

STATUS

- Section supervisor meetings at the district level are being held and will continue and expand to include district staff, where beneficial. Cross sectional cooperation on special work details have occurred (i.e.) Apple Snail eradication, WMA boundary posting, nuisance and captive wildlife responses.

RECOMMENDATION *(Operations)*

Seek and utilize all opportunities to increase public land acquisition for hunting and fishing opportunities. Aggressively promote the reauthorization of Forever Wild, Alabama's legislatively and voter approved public land acquisition program.

BASIS FOR RECOMMENDATION

- Lands available to the Division for Wildlife Management Areas over time are being lost. Those lands are being leased to private interests, reducing public usage.
- Cost of acquiring land continues to increase.
- If not reauthorized, future purchase of land for hunting will be drastically limited.

IMPACT

Cost of Implementation

- Cost of land acquisition.

Benefits of Implementation

- Continue to provide for recreational needs.
- Proper timber management would benefit wildlife resources, provide revenue for future purchases and management of lands.
- Increased public hunting and fishing opportunities.

IMPLEMENTATION

- Seek passage of legislation to reauthorize Forever Wild program.
- Utilize WFF and federal matching funds to acquire land from willing sellers.

STATUS

- 9,397 additional acres were purchased for public usage during FY11.
- Seek reauthorization legislation next legislative session.
- Help create and implement program to promote reauthorization of Forever Wild program.
- Alabama legislature approved legislation authorizing statewide referendum in November 2012 to reauthorize Forever Wild.

RECOMMENDATION *(Facilities)*

More efficiently and economically use office space by closing selected offices, utilize vacant property in Montgomery to construct main office facility or purchase suitable office. Began efforts to transfer VHF radio repeater system to another state agency (Forestry) thereby effectively shutting down utilities and maintenance of 35 repeater sites. Estimated cost savings of \$20K annually.

BASIS FOR RECOMMENDATION

- Certain field offices are underutilized by the public and staff.
- Rental fees for main Montgomery office continue to rise. Currently the Division's share of the approximate \$1 million total annual rent is over \$300,000.

IMPACT

Cost of Implementation

- Construction cost of Montgomery main office facility or cost of purchase of suitable office.

Benefits of Implementation

- Cost savings from closures of underutilized offices.
- Cost savings from construction or purchase costs amortized over time versus long-term rent.
- Improved public access to Montgomery facilities.

IMPLEMENTATION

Major Obstacles to Implementation

- Obtaining approval from Finance to construct/purchase Montgomery facility.

STATUS

- The Andalusia office has been closed and was sold during FY11 and will result in an annual utility savings of \$7,000. Utility savings of approximately \$7,000 per year will be realized. Closing the Prattville office and redistricting results in an annual savings of \$650,000 (*see page 42*).

RECOMMENDATION (*Operations, Facilities*)

Examine state lakes program to assess cost / benefit of current management plans, operational structure and facilities program and look for opportunities for partnership and other cost saving ideas.

BASIS FOR RECOMMENDATION

- The state lakes program consists of 23 lakes owned and operated by WFF and has experienced a decline in public usage while operational costs have increased.

IMPACT

Cost of Implementation

- Staff time in evaluation and search for partnerships, etc.

Benefits of Implementation

- Cost savings through new efficient operational plan.
- Possible improved conditions utilizing partnership and partners' funds.
- Continued availability for anglers.
- Reduced costs.
- Increased efficiency.

IMPLEMENTATION

Major Obstacles to Implementation

- Status quo.
- Reluctance of partners to assume costs.

Principal Work Steps Required for Implementation

- Perform evaluation.
- Seek willing partners.

STATUS

- Pike County Public Lake is open to the public without a concessionaire. Coffee and Dale County Public Lakes are operated by local city representatives. DeKalb County Public Lake is operated by a representative of the county government. City and county officials serve as lake managers. Pike County Public Lake has been operated without a manager with marginal success. Lake operations are under further study.

RECOMMENDATION (*Operations*)

Evaluate wildlife management area use, staffing and needs. Look for opportunities to utilize lower salaried technical staff to redirect higher salaried technical staff to other duties.

BASIS FOR RECOMMENDATION

- Public use of WMAs has declined somewhat over time.
- Currently the WMA system is operated by a combination of wildlife biologists, biologist aides or laborers. Time demands other than WMA-related are increasing on the biologists.
- Most of the wildlife habitat in Alabama is on private land, and requests for assistance are increasing.

IMPACT

Cost of Implementation

- Staff time to perform evaluation.

Benefits of Implementation

- Increased effectiveness.
- Address increasing public demand for other services such as technical assistance to landowners.

IMPLEMENTATION

Major Obstacles to Implementation

- Status quo.

Principal Work Steps Required for Implementation

- Perform evaluation.
- Adjust duties and responsibilities.
- Fill future positions with qualified lower salaried technical personnel.

STATUS

- Pending.
- As a result of a retirement and not filling the biologist position, a pilot program is underway to change the way management areas operate by utilizing lower salaried technical personnel.
- More days to hunt selected species have been scheduled at some WMAs. WMA Deer hunt opportunities were increased on several WMAs to assess changes in use, hunter behavior and attitudes.

RECOMMENDATION (*Operations*)

Perform an objective evaluation of law enforcement activities and adjust personnel as needed.

BASIS FOR RECOMMENDATION

- Historically, the enforcement section employed a two-officer-per-county model. Workloads vary by county needs. The wildlife section employs APOST certified law enforcement personnel and assists the enforcement section on a limited basis as time permits.

IMPACT

Cost of Implementation

- Wildlife section allocating less time to non-law enforcement work
- Staff time to evaluate need.

Benefits of Implementation

- Cost savings resulting from fewer personnel.
- Increasing private landowner technical assistance opportunities.
- Improved customer service (response time).

IMPLEMENTATION

Major Obstacles to Implementation

- Resistance to change.

Principal Work Steps Required for Implementation

- Evaluate county work load.
- As opportunities occur, designate employees strategically located for dual-utilization.

STATUS

- Initial planning between section chiefs underway.
- A pilot program was implemented to utilize selected Marine Police officers during their off season as Wildlife and Freshwater Fisheries officers but did not prove to be practical.
- APOST certified wildlife biologists have been added to duty availability list.
- Initiated pilot program of dual responsibility (Wildlife/Law Enforcement) where employee will be full-time biologist for a portion of the year and full-time law enforcement the remainder.
- On November 30 and December 1, 2010, two wildlife biologists were hired for the dual responsibility (Wildlife/Law Enforcement) pilot program.
- Two additional employees were hired in dual responsibility positions (Wildlife/Law Enforcement) during the fall and early winter of 2011. These “Shared” positions are an effort to better utilize our financial resources and meet the management needs of Alabama wildlife resources. These positions will be further evaluated and used accordingly.

RECOMMENDATION (*Operations*)

Restructure nuisance animal program to more effectively utilize staff and adjust to increasing public demand.

BASIS FOR RECOMMENDATION

- No formal procedures.
- Ownership of program was in question.
- Increasing demands from the public necessitated an evaluation of the way complaints were being handled.
- With law enforcement vacancies at 23, there is a need to reallocate work.

IMPACT

Cost of Implementation

- Staff time to evaluate and develop program.

Benefits of Implementation

- Increased public satisfaction.
- More efficient use of staff time.

STATUS

- Consulted with Auburn Extension System, USDA Wildlife Services, other agencies and staff.
- Established new protocol.
- Developed a nuisance wildlife manual and distributed to staff.
- Primary responsibility shifted from Law Enforcement section to the Wildlife section.
- Wildlife Section given primary responsibility for restructured program.
- Program in effect.
- Began the process of updating nuisance wildlife manual.

RECOMMENDATION (*Operations*)

Streamline Hunter Education Program

BASIS FOR RECOMMENDATION

- Need to develop a more extensive volunteer network.
- Need to recognize and reward volunteers.
- Need for consistency in Field Day activities.
- Hunter Education coordinators need to be more directly involved.

IMPACT

Cost of Implementation

- Possible reallocation of existing budget.

Benefits of Implementation

- Public satisfaction.
- Increased coordination and effectiveness.
- Increased integrity of course.
- Increased volunteerism.
- Increased student participation.

IMPLEMENTATION

Major Obstacles to Implementation

- Lack of volunteers.
- Status quo.
- Staff time for implementation.

STATUS

- Ongoing.
- Developed survey in cooperation with Responsive Management to evaluate student participant attitudes regarding programs and the likelihood of becoming an active hunter.

RECOMMENDATION (*Personnel*)

Evaluate clerical needs at district offices and pilot a model of multi-sectional responsible staff resulting in a reduction of current staff levels.

BASIS FOR RECOMMENDATION

- Traditionally, clerical support at district offices has been provided by section-dedicated personnel. Offices having all 3 sections would have 3 clerical positions.

IMPACT

Cost of Implementation

- Potential slow down in providing public and staff support.

Benefits of Implementation

- Cost savings through staff reduction.
- Reallocation of funds resulting from cost savings of approximately one-third of current clerical costs.

IMPLEMENTATION

Major Obstacles to Implementation

- Staff resistance due to reduction in support.
- Reduction in staff.

Principal Work Steps Required for Implementation

- Evaluate existing status.
- Train and require existing staff to function at a multi-sectional level.
- Pilot a multi-sectional clerical staff program in a selected district.
- When attrition presents additional opportunities, implement new model.

STATUS

- A pilot program is in progress at the District III Northport office. After a clerical employee left state service, the position was not filled, creating the opportunity to try the new model.
- Evaluate pilot program for future use.

RECOMMENDATION (*Operations*)

More efficiently allocate staff time for public functions by reducing or eliminating employee presence at fairs, boat shows and other events.

BASIS FOR RECOMMENDATION

- Historically, a multi-section physical presence was allotted to fairs, boat shows and other events. Staff reported a major decline in attendance at certain events.
- Increased demand for staff time has made prioritizing and completing work loads difficult.

IMPACT

Cost of Implementation

- Potential public disappointment at lack of Division presence.
- Purchase of static display materials.

Benefits of Implementation

- Satisfying other public demands and needs within available man-hours.

IMPLEMENTATION

Major Obstacles to Implementation

- Potential resistance from local event sponsors.
- Potential loss of public awareness.

Principal Work Steps Required for Implementation

- Determine event schedule for change in Division involvement.
- Explore use of Interns/Volunteers.
- Implement change.

STATUS

- Appearance at statewide fairs has been reduced by the utilization of unmanned static displays.

RECOMMENDATION (*Operations*)

Review license structure and fees.

BASIS FOR RECOMMENDATION

- License exemptions continue to erode funding base for resource management and protection. An estimated \$4.4 million is lost from current exemptions.
- Some licenses and fees have not been revised or increased since 1930's.
- Changes in demographics are impacting traditional hunting and fishing license sales. As the population ages, current license age exemption results in fewer revenue dollars for resource management and protection.
- Concern for reduced state revenue used for matching federal dollars.

IMPACT

Cost of Implementation

- Would be minimized due to fact fees are already being collected and processed.

Benefits of Implementation

- Increase in revenue to pay for resource management and protection.
- Sustain resource base that supports hunting, fishing, and wildlife watching and the resultant economic impact.
- Sustain user-funded status of Division.

IMPLEMENTATION

Major Obstacles to Implementation

- Passing required legislation.
- Potential public resistance.

Principal Work Steps Required for Implementation

- Educate public and legislature on the need for changes and what the revenue would be used for.
- Prepare and seek passage of legislation.

STATUS

- Pending.

RECOMMENDATION (*Operations*)

Reallocate funds currently used for advertising and marketing purposes by contractor to hire full-time employee.

BASIS FOR RECOMMENDATION

- Funds were utilized to pay a general advertising agency for a variety of uses by the Department. WFF was assessed pro rata share.
- Specific marketing needs pertaining to hunting and fishing are required to address recruitment and retention issues facing the Division.
- The existing Department website is maintained by numerous employees.

IMPACT

Cost of Implementation

- The salary and benefits of a qualified employee.
- Budget funds for marketing and advertising.

Benefits of Implementation

- Improved strategies and implementation of targeted marketing and advertising.
- Dedicated management of website.
- Customer satisfaction.
- Highly cost-effective approach to marketing.
- Utilize position instead of outside contractors.

IMPLEMENTATION

Major Obstacles to Implementation

- Potential resistance from current advertising firm.

Principal Work Steps Required for Implementation

- Cancel involvement in Tourism contract with current advertising firm.
- Obtain approval to hire position.
- Develop new position description.
- Establish specific duties.
- Assign supervision.
- Make selection and fill position.

STATUS

- Contract with advertising firm has been canceled.

RECOMMENDATION *(Personnel, Training)*

Create a work environment which promotes and encourages the training of personnel and ensures institutional knowledge is not lost.

BASIS FOR RECOMMENDATION

- A learning curve exists for new employees involving responsibilities, duties and accomplishment of same. In addition, knowledge of Division responsibilities, activities and funding has been a long term process. An institutional knowledge loss occurs with employee change due to retirement or change of employment.

IMPACT

Cost of Implementation

- Staff time in training.
- Cost of training.

Benefits of Implementation

- Enhanced organizational effectiveness.
- Public satisfaction.
- Enhanced resource management and protection.

IMPLEMENTATION

Major Obstacles to Implementation

- Status quo.

Principal Work Steps Required for Implementation

- Identify specific area of need.
- Encourage transfer of knowledge (mentoring program).
- Provide appropriate training.
- Evaluate effectiveness of program and adjust accordingly.

STATUS

- Working to establish uniform field training officer program in Law Enforcement.
- Developed annual Law Enforcement training.

“Our employees are our most important asset. They are the only organizational asset that can learn and grow and develop.”

**Corky Pugh
Former Director**

RECOMMENDATION (*Operations*)

Take advantage of all opportunities to move toward paperless office reducing costs associated with paper.

BASIS FOR RECOMMENDATION

- Historically, the Division has been a paper dominated agency. Modernization has allowed for movement away from paper.

IMPACT

Cost of Implementation

- Staff time in training.
- Equipment costs.

Benefits of Implementation

- Increased speed of data transfer.
- Reduced paper costs.

IMPLEMENTATION

Major Obstacles to Implementation

- Funding for new equipment.
- Training.

Principal Work Steps Required for Implementation

- Identify opportunities for electronic format.
- Obtain needed equipment.
- Train staff.
- Implement change.

STATUS

- Pending.

DESTINATIONS – GOALS AND OBJECTIVES

Maintain 25.6 Million man-days of hunting, fishing, and wildlife watching per year in Alabama through FY20. (*U.S. Fish and Wildlife Service National Survey of Fishing, Hunting and Wildlife Associated Recreation.*)

OBJECTIVES

- Maintain the number of man days of hunting at the FY07 baseline of 6,452,100.
- Sample at least 160 public bodies of water for aquatic wildlife populations annually.
- Maintain the ratio of the number of public access sites managed including hunting, fishing, viewing and shooting range sites and boating access lanes to the total number of employees at FY07 baseline of .85 to 1.
- Maintain 25.6 Million man-days of hunting, fishing, and wildlife watching as reported by the latest U.S. Fish and Wildlife Service National Survey.

In conjunction with Department and Forever Wild efforts, obtain ownership of suitable lands through acquisition from willing sellers for wildlife management, hunting, and wildlife related recreation.


OBJECTIVE

- In conjunction with Department and Forever Wild efforts, increase acreage available to hunters and other wildlife enthusiasts.

Enhance our ability to meet current public demand for law enforcement services by maintaining authorized sworn full time law enforcement staffing level of 133 officers and maintaining this level at least through FY20.

OBJECTIVE

- Maintain full staffing level of 133 authorized full time sworn officers in law enforcement section.
- Maintain the ratio of sworn law enforcement field personnel to sworn law enforcement headquarters administrative personnel in the law enforcement section at the FY10 baseline level of 33 to 1.

A photograph of two men in camouflage gear standing in a grassy field. The man on the left is holding a shotgun and looking towards the right. The man on the right is also holding a shotgun and looking towards the right. They are both wearing hats and gloves. The background is a line of trees under a blue sky with some clouds.

**“The Adaptive Change process provides
an opportunity for the Wildlife and
Freshwater Fisheries Division to refocus
on its mission and for the employees of
all sections to work as a team to more
effectively accomplish our mission.”**

**Gary Moody, Chief
Wildlife Section
August 2009**



Journey into the Future

We are embarking on a journey into the future of fish and wildlife management in Alabama using a key navigational aid, the GPS. The Wildlife and Freshwater Fisheries Division staff will rise to the challenge to ensure the plan is implemented and the responsibility of managing and protecting Alabama's wildlife and aquatic resources is fulfilled. Involvement from staff was crucial for development of this plan. This same level of involvement will be critical as the GPS is used to navigate into an uncertain future. Alabama citizens, stakeholders, and our partners will be important in moving toward our destinations by assisting with projects and holding the WFF accountable to the direction set by the GPS. We will need to work together to fulfill that vision.

As this plan is implemented by managing adaptively, the WFF will strive to become a learning organization with improved performance and accountability. Adaptive management requires that management activities are designed as experiments with expectations described in advance. Progress will

be monitored and evaluated to understand how planned actions met expectations. Comparisons between expected outcomes and actual outcomes will be made and activities adjusted as needed to improve our work.

The GPS contains the routes and destinations of our trip, and we will detail the itinerary of each annual leg through annual work plans and budgets to properly allocate our staff and resources. We will develop an annual report to allow the public, stakeholders, and our partners to monitor our progress.

WFF commits to planning, monitoring, and evaluating our annual progress of the GPS. Changes will occur based on new information or circumstances and we will take the necessary detours to still follow our routes and reach our destinations. These reviews and evaluations along with continued engagement with our partners will ensure the GPS remains active and relevant in a changing environment as it directs us toward our common vision for wildlife conservation.

November 9, 2009

MEMORANDUM

TO: M. Barnett Lawley,
Commissioner

FROM: M. N. Pugh,
Director



SUBJECT: Re-districting

As part of our concerted effort to become more cost-effective, Wildlife and Freshwater Fisheries Division intends to reduce the number of districts from six to five as shown on the attached draft map. As previously discussed, there is a unique opportunity on the horizon associated with anticipated retirements of district supervisors, and the terms of the Prattville office lease, which expires February 28th.

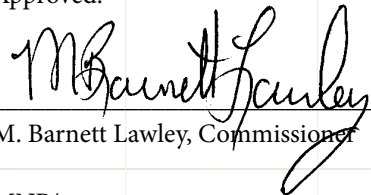
The advantages of this decision include:

- *Reduction of the number of higher salaried supervisory positions.*
- *Cost savings associated with one less district office facility.*
- *Alignment of the number of upper level supervisory positions in proportion to the reduction in filled field level positions.*
- *Less redundancy to the central office location in Montgomery.*

Our judgment is that we can shift the workload from existing District IV to the remaining five districts while maintaining a manageable span of control. Any further enlargement of districts exceeds this threshold, especially in the Law Enforcement Section.

Your approval is respectfully requested.

Approved:



M. Barnett Lawley, Commissioner

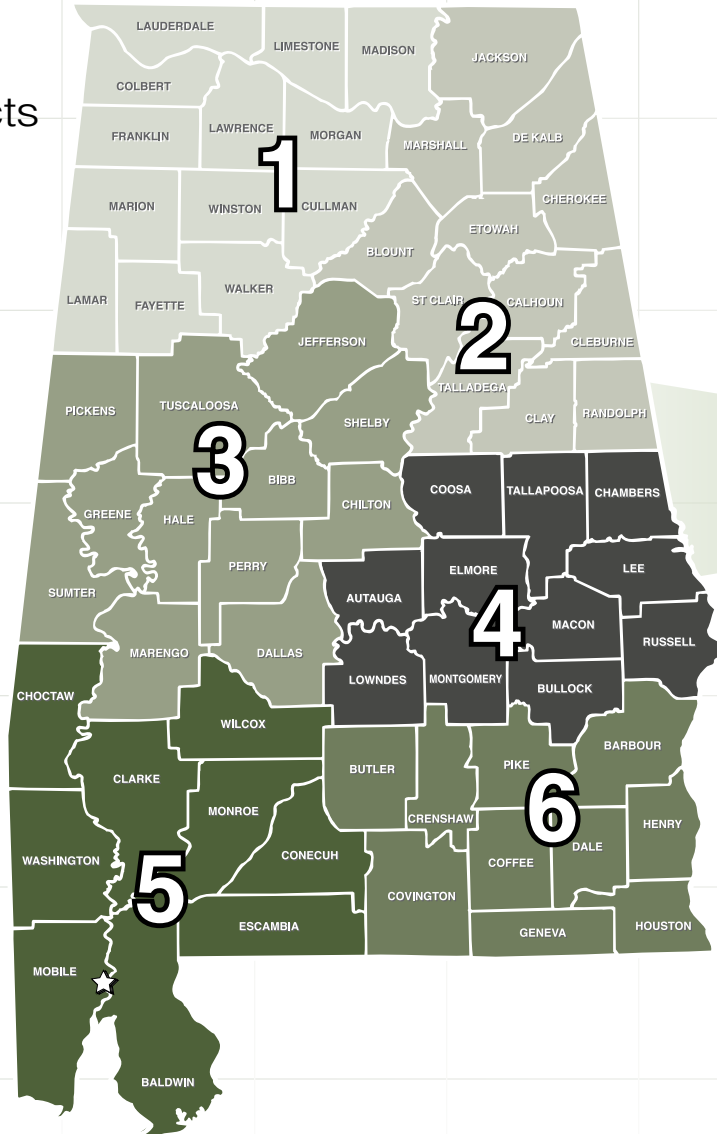
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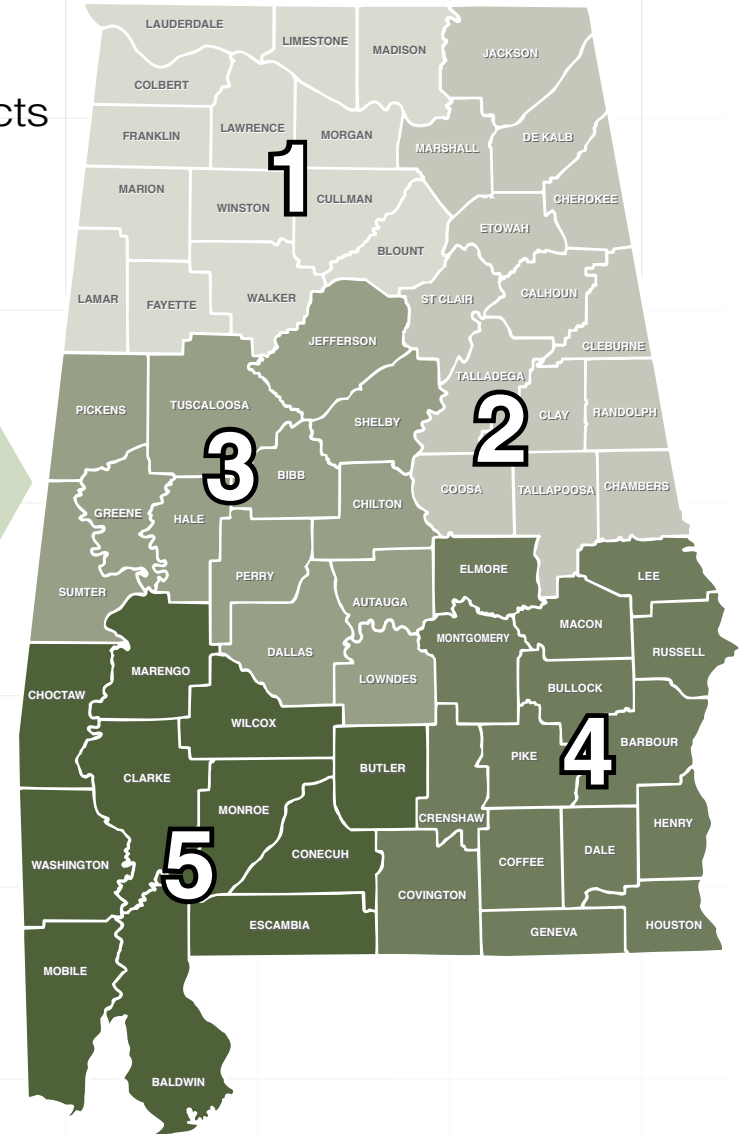
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District Transition Maps

Six Districts



Five Districts



Wildlife and Freshwater Fisheries Division short and long term estimated savings for redistricting to 5 districts

SHORT TERM ANNUAL SAVINGS							PRATTVILLE OFFICE				
							RENT	UTILITIES	OTHER	TOTAL	GRAND TOTAL
Closure of Office in Prattville							\$31,200.00	\$11,000.00	\$5,300.00	\$47,500.00	\$47,500.00
Other includes- Cleaning, Copier, Pest Control, Security, Insurance											
LONG TERM ANNUAL SAVINGS											
SECTION	TOTAL WAGES	INSURANCE \$880 MONTH	FICA 7.65%	RETIREMENT 12.94%	TOTAL BENEFITS	TOTAL WAGES AND BENEFITS					GRAND TOTAL
Law Enforcement Captain	70,506.00	10,560.00	5,393.71	9,123.48	25,077.19	\$95,583.19					\$95,583.19
Law Enforcement Lt	73,104.80	10,560.00	5,592.52	9,459.76	25,612.28	\$98,717.08					\$98,717.08
Law Enforcement Lt	50,637.60	10,560.00	3,873.78	6,552.51	20,986.29	\$71,623.89					\$71,623.89
Law Enforcement ASA I	24,409.20	10,560.00	1,867.30	3,158.55	15,585.85	\$39,995.05					\$39,995.05
Wildlife District Supervisor	88,056.00	10,560.00	6,736.28	11,394.45	28,690.73	\$116,746.73					\$116,746.73
Wildlife ASA II	27,747.40	10,560.00	2,122.68	3,590.51	16,273.19	\$44,020.59					\$44,020.59
Fisheries District Supervisor	73,286.40	10,560.00	5,606.41	9,483.26	25,649.67	\$98,936.07					\$98,936.07
Fisheries ASA II	22,272.00	10,560.00	1,703.81	2,882.00	15,145.81	\$37,417.81					\$37,417.81
Annual Long Term Savings for WFF Division	\$430,019.40	\$84,480.00	\$32,896.49	\$55,644.52	\$173,021.01	\$603,040.41	\$0.00	\$0.00	\$0.00	\$0.00	\$603,040.41

TOTAL ANNUAL LONG AND SHORT TERM SAVINGS

\$603,040.41 \$31,200.00 \$11,000.00 \$5,300.00 \$47,500.00 \$650,540.41

WILDLIFE AND FRESHWATER FISHERIES DIVISION

SHORT AND LONG TERM ESTIMATED SAVINGS FOR REDISTRICTING TO 5 DISTRICTS

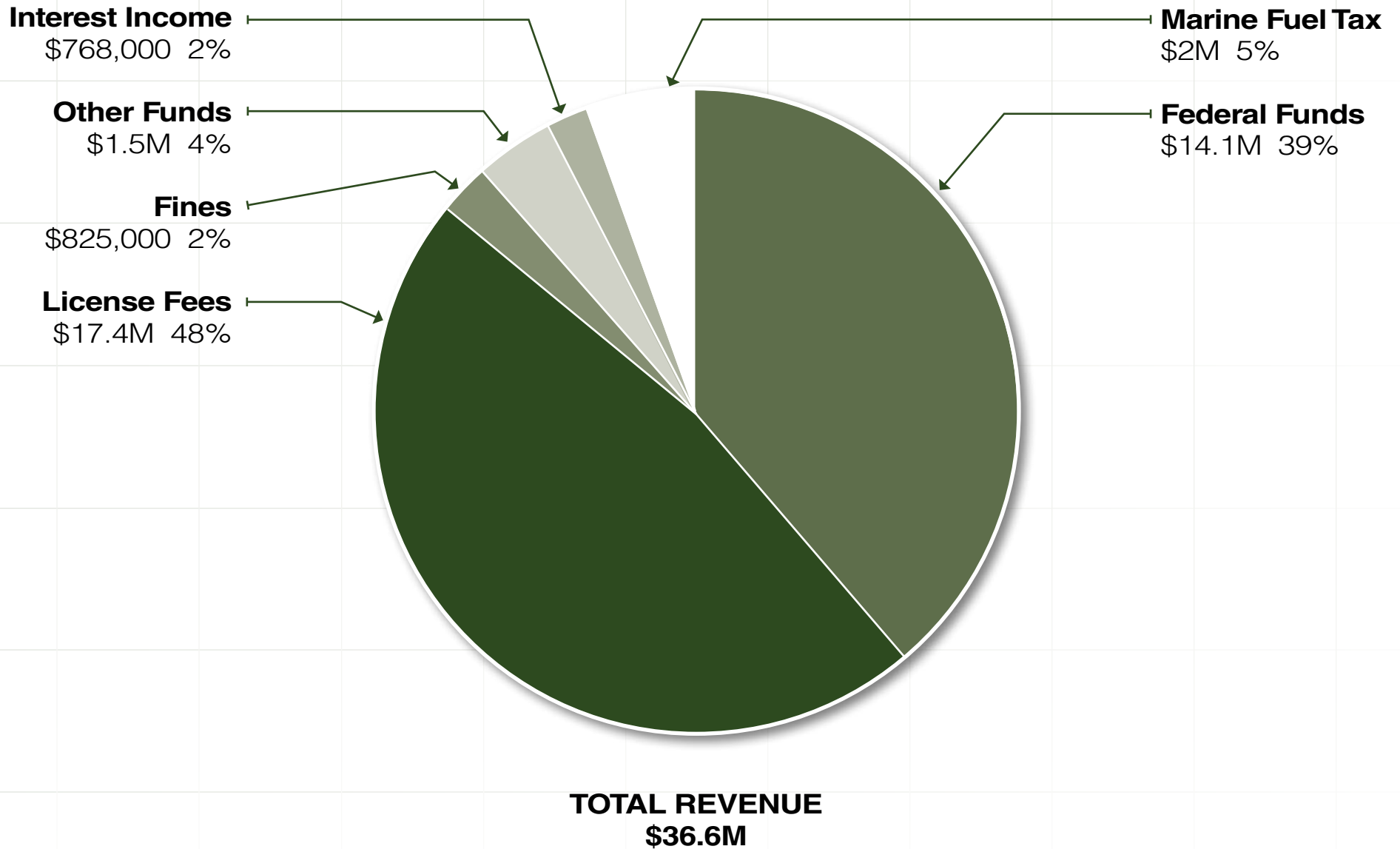
Wildlife and Freshwater Fisheries Division

Training / Leadership Development

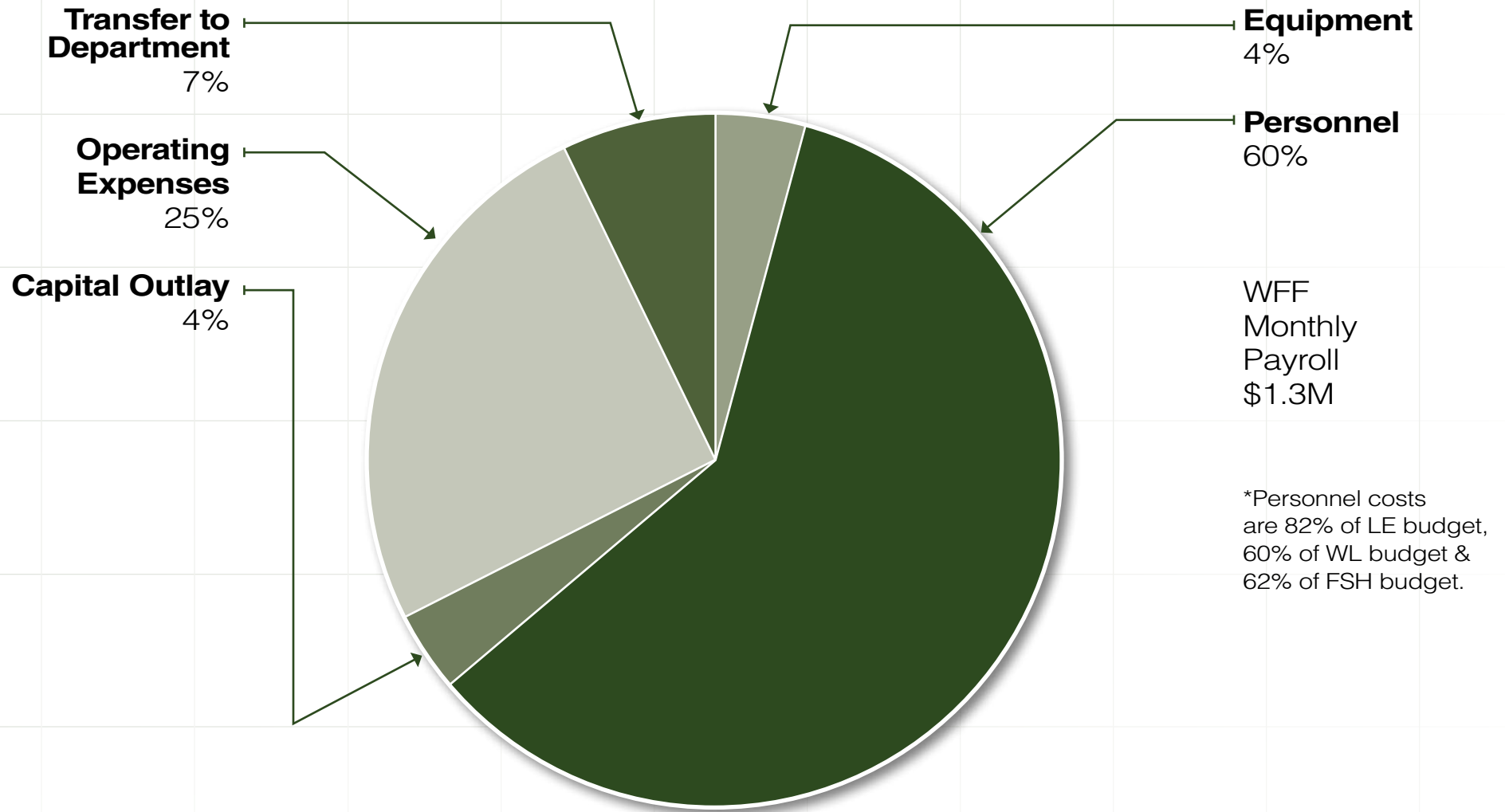
August 1992	<i>Methods & Techniques of Effective Supervision</i> Richard M. Ayers, Esq., Director Center for Labor/Management Studies
February 1994	<i>Role of the Supervisor and the Seven Habits of Highly Effective People</i> Richard M. Ayers, Esq., Director Center for Labor/Management Studies
June 1996	<i>Strategic Customer Service</i> Sharon W. Lovoy, SPHR, President Lovoy's Team Works, Inc.
August 1999	<i>Principle-Centered Leadership</i> Sally Guynn Ph.D., Project Manager Association of Fish and Wildlife Agencies Management Assistance Team Dwight Guynn Ph.D., Project Leader Association of Fish and Wildlife Agencies Management Assistance Team
February 2000	<i>Maintaining Leadership: The Conservation Professionals View</i> Shane Mahoney Chief of Ecosystem Research & Inventory Newfoundland and Labrador Wildlife Division John R. Organ Wildlife Program Chief, USFWS, Division of Federal Aid
July 2000	<i>Strategic Marketing Seminar</i> Sally Guynn Ph.D., Project Manager Association of Fish and Wildlife Agencies Management Assistance Team Dwight Guynn Ph.D., Project Leader Association of Fish and Wildlife Agencies Management Assistance Team
November 2001	<i>Effective Supervision – Enforcement Section</i> Sally Guynn Ph.D., Project Manager Association of Fish and Wildlife Agencies Management Assistance Team Dwight Guynn Ph.D., Project Leader Association of Fish and Wildlife Agencies Management Assistance Team

August 2002	<i>Effective Supervision – Wildlife & Fisheries Sections</i> Sally Guynn Ph.D., Project Manager Association of Fish and Wildlife Agencies Management Assistance Team Dwight Guynn Ph.D., Project Leader Association of Fish and Wildlife Agencies Management Assistance Team
September 2002	<i>Media Relations Seminar</i> Sonny Brasfield, Assistant Executive Director Assoc. of County Commissions of Alabama
February 2003	<i>Media Relations Seminar</i> Sonny Brasfield, Assistant Executive Director Assoc. of County Commissions of Alabama
July 2009	<i>Seven Habits of Highly Effective People</i> Sally Guynn Ph.D., Project Manager Association of Fish and Wildlife Agencies Management Assistance Team Jake Faibisch, Project Leader Association of Fish and Wildlife Agencies Management Assistance Team Gina Main, Consultant / Trainer Association of Fish and Wildlife Agencies Management Assistance Team
August 2009	<i>Organizational Needs</i> Col. Edward G. Hackett, USMC Retired EH – Group, Inc.
February 2011	<i>Principle-Centered Leadership</i> Dwight Guynn Ph.D., Project Leader Association of Fish and Wildlife Agencies Management Assistance Team

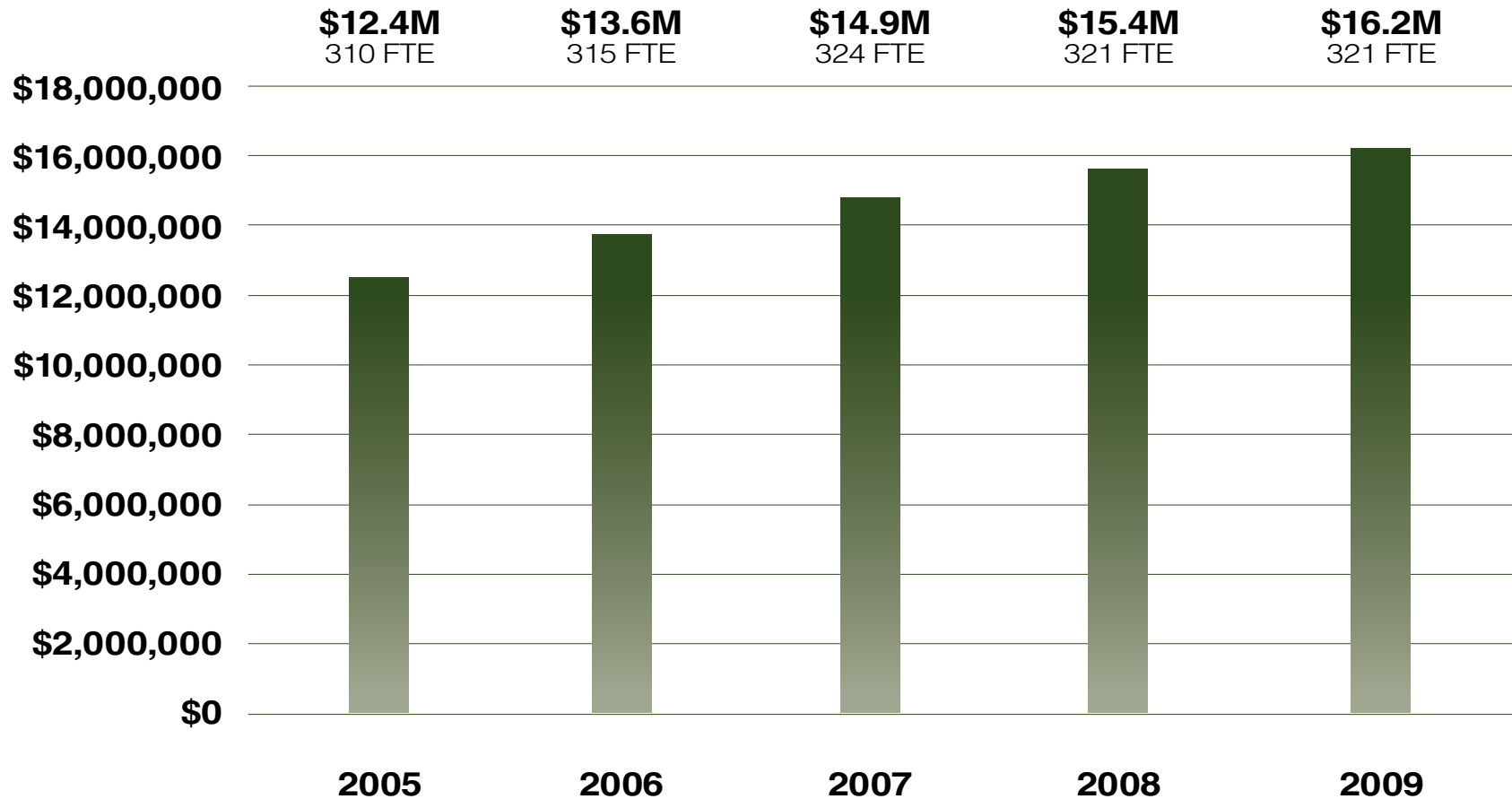
FY11 Total Revenue by Category



FY11 Budget by Category



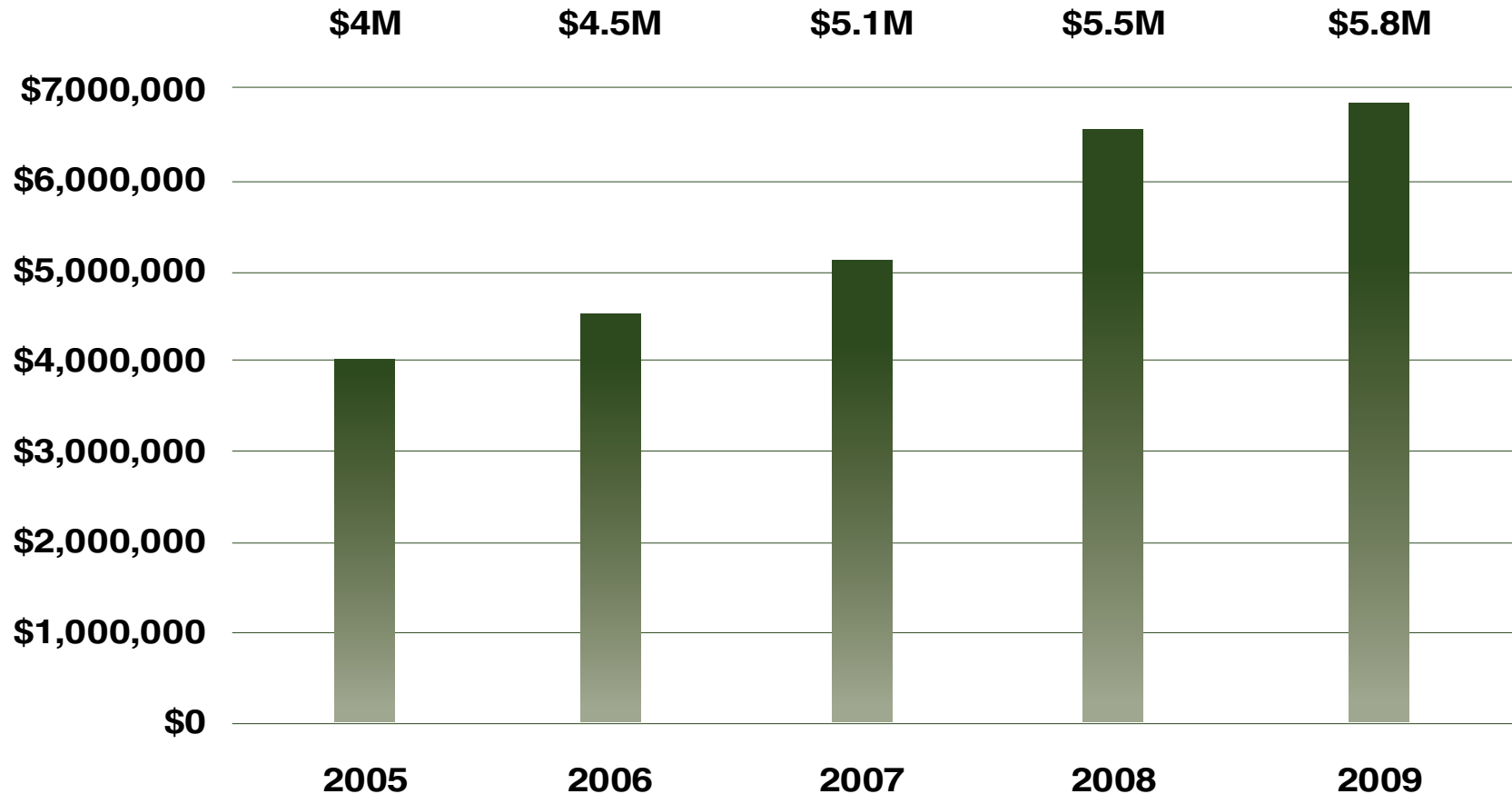
Salary Costs for the Division 2005 through 2009



Increase in salary costs of \$3.7M or 30% in 5 years

FTE = Full Time Equivalent Employee

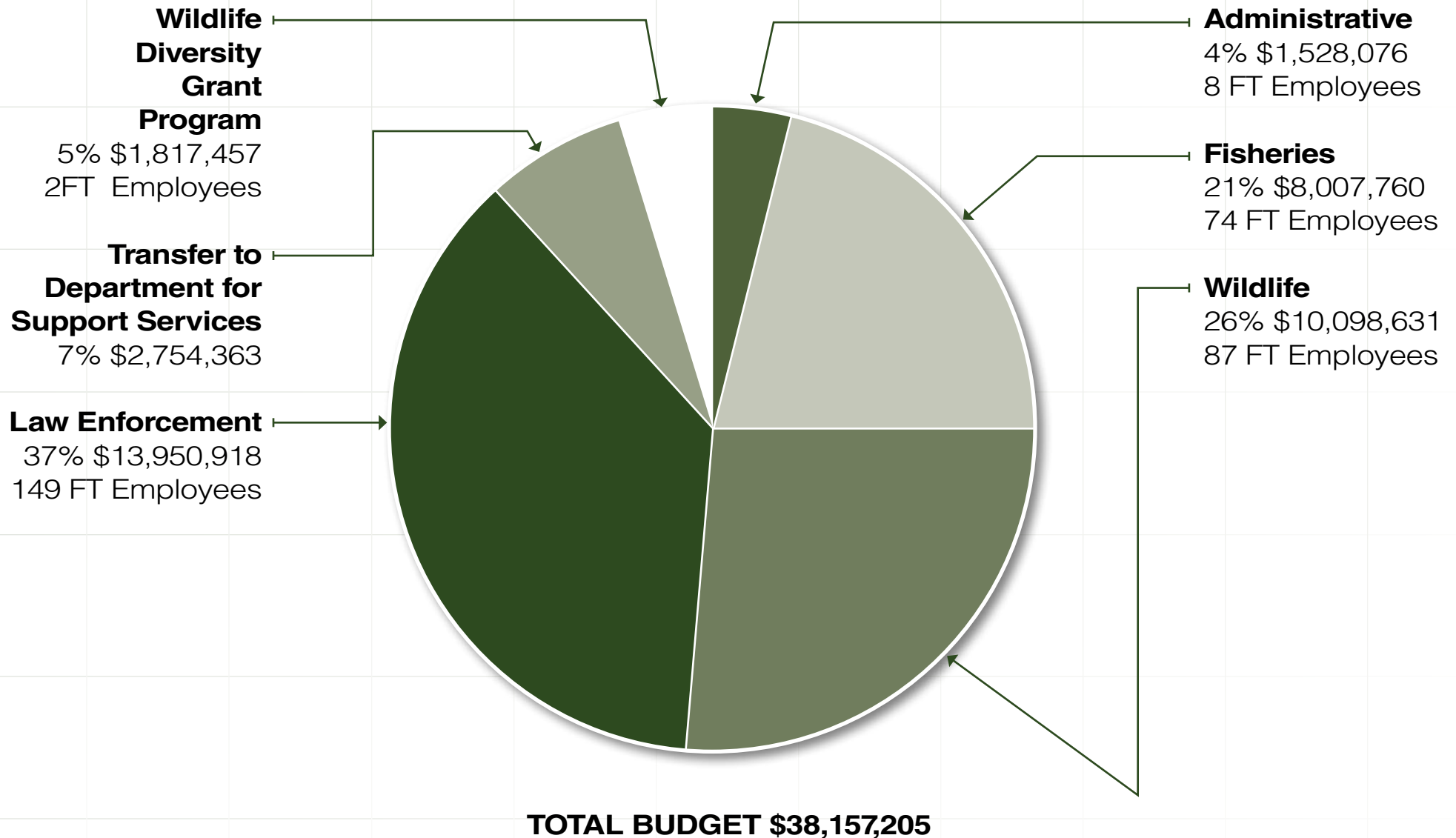
Benefit Costs to the Division 2005 through 2009



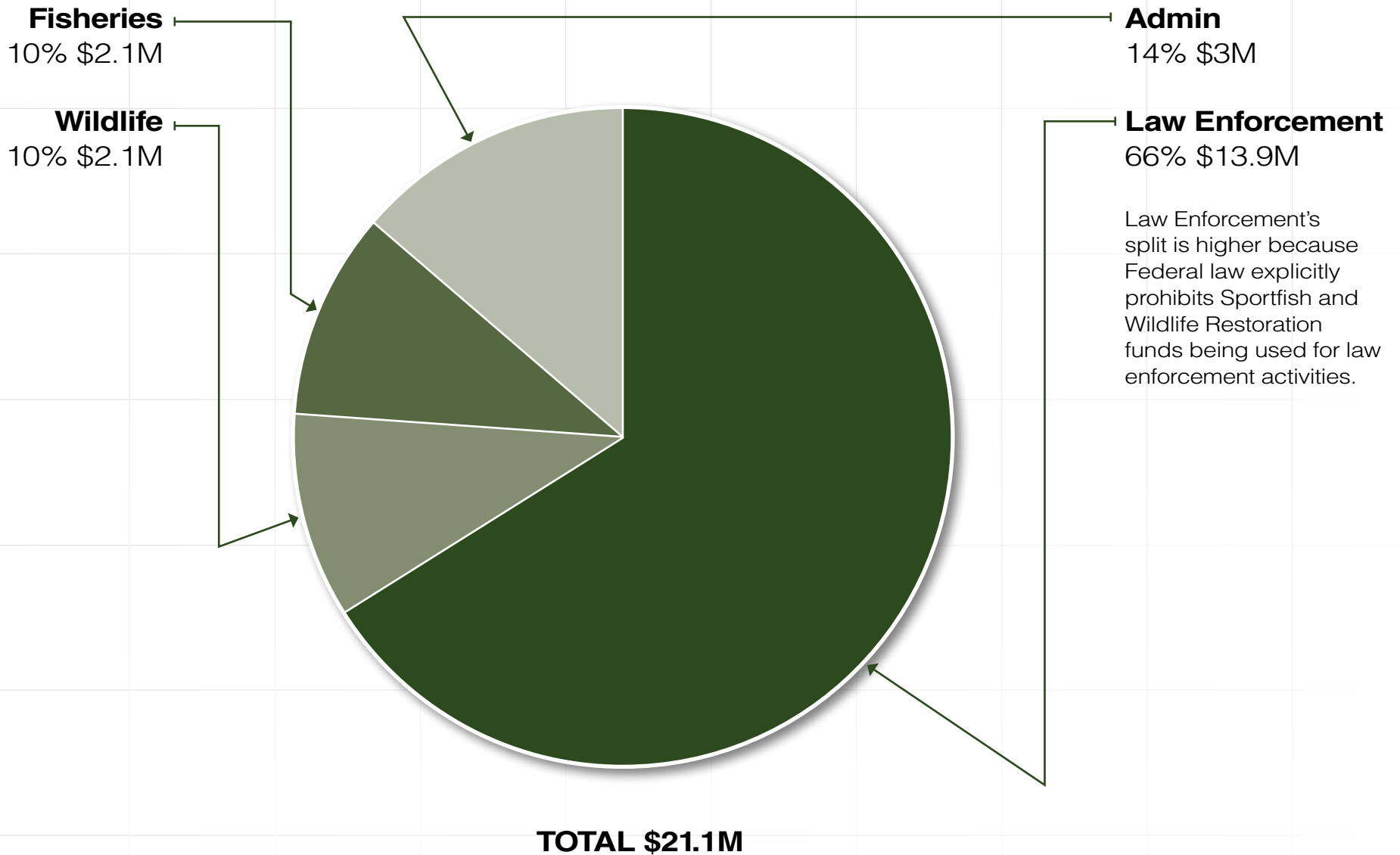
Increase in benefit costs of \$1.8M or 45% in 5 Years

Benefit Costs include FICA, Retirement, Health Insurance, and Unemployment Compensation

FY11 Budget by Section



FY11 Budget Split of Non-Federal Revenue* by Section



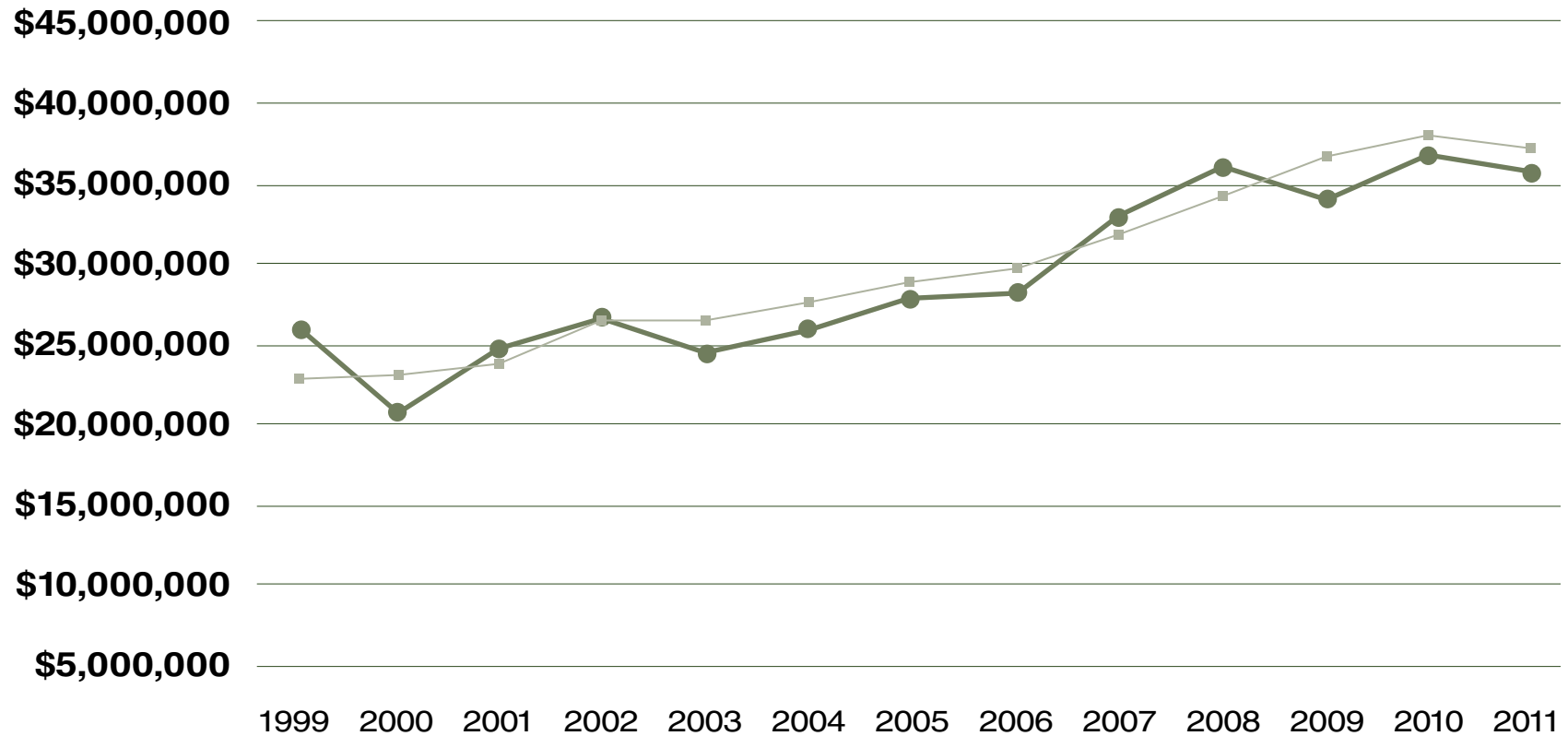
* See page 45 for revenue sources

License Sales 1988 to 2009

Year	Number of Licensed Hunters	Number of Licensed Freshwater Anglers
1988	291,598	634,756
1993	288,189	545,449
1998	277,136	476,141
2003	272,158	442,984
2008	263,895	427,000
2009	264,380	483,476
Loss in Sales 1988 to 2009	-27,218	-151,280

Includes Cumulative Lifetime License Sales.

Total Revenue Vs. Expenditures



REV —●— EXP —■—

GPS

Guiding Principles and Strategies

Wildlife and Freshwater Fisheries Division
Alabama Department of
Conservation and Natural Resources

outdooralabama.com

